

### **Goal 3: Improve Communication Five-Year Plan**

#### **Improve Communication**

*Improve communication to foster understanding and attain a “Community of One.”*

The long-term goal for this Five-Year Plan is to improve communication to foster understanding and attain a community of one with a 20 percent increase in metrics over the next 20 years. The desired end state is for Fort Carson and Southeast Colorado to become a single community of understanding to alleviate a lack of knowledge about on- and off-post communities and activities.

#### **Background**

The original goal from the Sept 2002 sustainability conference related to communication was:

**Improve communication to foster understanding and attain a “Community of One.”**

Desired end states related to improved communication from the Sept 2002 conference are as follows:

- ?? The Mountaineer is exported to surrounding communities.
- ?? The community realizes the value of Fort Carson.
- ?? Information is shared in both directions via TV channel 18 and the city website.
- ?? TV commercials market Fort Carson mission accomplishments.
- ?? Local newspaper sections are dedicated to Fort Carson and the services.
- ?? Regular open-topic town hall meetings are held for the community to discuss items of interest.
- ?? Standing stakeholder committees exist within the community to address various issues.
- ?? A long-range community planning committee exists for Fort Carson and surrounding communities.
- ?? Regular interaction with elected officials; open post as a venue for selected community events.
- ?? Downtown or mall storefront outreach office.
- ?? Organize a Speakers Bureau of experts.
- ?? Two way flow of information between Fort Carson and surrounding communities.

A close relationship exists between this goal, the partnerships goal and the awareness goal. Stakeholders will need to keep an open mind and listen without bias. Success of

this goal is directly related to long-term sustainability of the Installation, as it is the community who will lobby congress to continue its support of Fort Carson.

### **The Natural Step System Conditions**

1. Nature is not subject to systematically increasing concentrations of substances extracted from the earth's crust.
2. Nature is not subject to systematically increasing concentrations of substances produced by society.
3. Nature is not subject to increasing degradation by physical means.
4. Human needs are met worldwide.

The goal for improving communication supports all TNS System Conditions by supporting the sustainability program and enhancing Fort Carson's continued ability to support its mission. However, System Condition 4 is the primary condition that this goal supports. A large portion of the sustainability program at Fort Carson requires that regional communities know that their needs will be met and supported in part because of the existence of the Installation. It is only through a focused awareness program that communities will understand the positive effects of living in the same region as Fort Carson.

### **Challenges and Barriers**

- ?? Local media not always interested in good news stories
- ?? Difficult to get people to listen and participate
- ?? Dealing with the media always offers risk. Sometimes an expected pro-Army story will backfire and become a negative story. On the other hand, if the media is not engaged someone else might tell the story, with no Army perspective.

### **Strategies**

- ?? Good Neighbor Program
- ?? Community Outreach Opportunity Program
- ?? Proactive Media Engagement Programs
- ?? Speakers Bureau
- ?? Increased Public Affairs Office (PAO) Staff
- ?? Virtual reality tour of Fort Carson
- ?? Computer simulation of sustainable Fort Carson

### **Areas of Overlap**

- ?? Partnerships
- ?? Training and awareness
- ?? All other sustainability goals

## Objectives, Initiatives, Steps, and Resources

### Objective 3.1: Increase awareness of a partnership with a military community and the benefits of sustaining relationships.

Meeting this goal and objective will require creative methods of communication never tried before at an Army installation. Allowing the public better access to Installation information and the people who work and soldier there will require special consideration, especially in times of potential war and terrorist threats. The community and the Installation are a "Community of One," and should begin to work as such. The first objective to achieving a Community of One is to create awareness of opportunities to partner.

Initiative 3.1.1: Develop and conduct a survey to determine awareness of, concerns about, and opinions on Fort Carson and Installation activities. Administer in 2004 and every five years thereafter.

Lead: Public Affairs (Community Relations)

Action Agent: PAO

Steps	Resources Needed	Time/Cost
Develop Survey		
Develop stakeholder list to send survey		
Mail Survey or place in local newspapers		
Review results		

**Measures:** Survey administered by 2<sup>nd</sup> Quarter 2004, with 50% rate of return responses. Responses used to evaluate and baseline current public opinion.

Initiative 3.1.2: Enhance the Good Neighbor Program with luncheons and meetings.

Lead: Public Affairs (Community Relations)

Action Agent: PAO

Steps	Resources Needed	Time/Cost
Receive nominations, assemble packets		
Hold Selection Board Chief of Staff (CoS)		
Award Luncheon		

**Measure:** Good Neighbor Program inducts 2 or more new neighbors per year (during two lunches or meetings) each year for the next 5 years.

Initiative 3.1.3: Create a Community Outreach Opportunity Program (COOP) aligning units with local communities.

Lead: Public Affairs (Community Relations)

Action Agents: Commanders, Directors

Steps	Resources Needed	Time/Cost
Align units with communities		
Manage events		
Review activities/After Action Reviews (AAR) for events		

**Measure:** 5% increase in reasonable community requests supported by 2007 based on 2002 baseline of 71% community requests executed.

**Objective 3.2: Refine internal policies and procedures to maximize program effectiveness.**

An effective program will require open communications between the Installation, the community, and the media. Opening doors to information and communication from the Installation, as well as from surrounding communities, will bring both together for the good of the people and the environment of the region.

Initiative 3.2.1: Engage the media proactively with additional programs.

Lead: Public Affairs (media relations)

Action Agent: PAO

Steps	Resources Needed	Time/Cost
Hold quarterly news conferences “State of the Environment Address”		
Increased media opportunities		
Include environmental segment during annual Media Day		
Review Media Plan		

**Measure:** 95% increase in positive vs. negative media reports by 2007.

Initiative 3.2.2: Increase PAO staff to handle new demands.

Lead: Public Affairs Officer

Action Agent: PAO, Chief of Staff

Initiative 3.2.2, and indeed the overall goal of enhancing communications, as well as the partnering goal will require a dedicated staff member to make contact with the community and media to establish a dialog. This dialog will allow for enhanced understanding of the impacts internal and external Fort Carson stakeholders have on each

other. The new staff member will work with the partnering goal/objective teams to facilitate achievement of their objectives (see also Sustainability Goal 4). Performance evaluation may be based upon the success of Sustainability Goals 3 and 4, for Enhanced Communication and Partnering, respectively.

Steps	Resources Needed	Time/Cost
Rework Table of Distribution and Analysis (TDA) and Modified Tables of Organization and Equipment (MTOE) with G3		
Command support		
Review MTOE/TDA		

**Measures:** PAO staffed to handle increased media and community demands effectively and proactively.

**Objective 3.3: Implement a series of easy to access educational and informational programs on sustainability.**

Information concerning Fort Carson should be easy to access by stakeholders. The Internet is widely used; thus can easily support this effort. Public venues at libraries, festivals, art shows and other events will supplement understanding for those who do not use or may not have access to the Internet,

Initiative 3.3.1: Create a Speakers Bureau, staffed by Commanders/Operators.

Lead: Public Affairs (community relations)

Action Agents: PAO, Commanders, Directors

Steps	Resources Needed	Time/Cost
Get command support, prepare docket for Commanders/Operators		
Advertise Speakers Bureau opportunities with local media and in The Mountaineer		
Coordinate with local agencies, schools and clubs for potential speakers bureau visits		
Prepare Command brief CD's and information packets for Commanders/Operators		
Review program/provide feedback to Command Group		

**Measure:** Working Speakers Bureau, fully engaged in the community with a 5% increases in activity annually.

Initiative 3.3.2: Develop a virtual reality tour of Fort Carson

Lead: Public Affairs (Web Manager)

Action Agent: PAO

Steps	Resources Needed	Time/Cost
Story board for the tour		
Regional Training Support Center (RTSC) pictures for the tour		
Assembling the tour on the web page		
Tour management and review		

**Measure:** 10% increase in hits on website annually over the next 5 years.

Initiative 3.3.3: Develop a simulated city computer program for sustainability, which helps the entire community better understand concepts of sustainability.

Lead: PAO

Action Agent: Chief of Staff

Steps	Resources Needed	Time/Cost
Request funding, program and budget from Command or other sources		
Write Performance Work Statement (PWS)		
Prepare and review Request for Proposal (RFP)		
Contract awarded		
Simulated city created and reviewed		
Publication		

**Measure:** Simulated city educational computer program available to general public by 2007.

Initiative 3.3.4: Set up Fort Carson Sustainability displays at public venues.

Lead: PAO

Action Agents: PAO with DECAM support

Steps	Resources Needed	Time/Cost
Research area venues Use Army Western Regional Office outreach team's research		
Create displays		
Schedule venues.		
Set up and break down displays		

**Measure:** Displays set up at least for 5 venues by 2004, increasing by two events annually.

Initiative 3.3.5: Collaborate to establish community resource centers in key locations or neighborhoods to educate Fort Carson personnel and the public about sustainability concepts.

Fort Carson Lead: Public Affairs (Community Relations)

Community Lead: TBD

Action Agent: PAO with DECAM support

Steps	Resources Needed	Time/Cost
Research best locations for community resource centers		
Create materials and media for centers		
Set up centers		

**Measure:** One community resource center in two primary Fort Carson or community locations by 2007.

Initiative 3.3.6: Continue to collaborate with schools concerning environmental sustainability curricula and education.

Fort Carson Lead: DECAM

Community Leads: TBD, one from each school district

Action Agent: DECAM

Steps	Resources Needed	Time/Cost
Determine community leads to support school district efforts		
Meet with schools to determine best method to set up Learning for Lands program		
Set up program		

**Measure:** School Districts 8 and 11 are fully engaged in Lands for Learning Program.

### **GOAL 3 - Improve Communication, Foster understanding and attain a Community of One.**

**Objective 3.1:** Increase awareness of a partnership with a military community and the benefits of sustaining relationships.

**Measure:**

Regional recognition of Fort Carson as a community leader in relationship-building, based on survey results.

**Target 6-25 Years:**

Good neighbor program inducts five new members per year  
100% community requests supported (the number of requests should decrease over the years as the community becomes more knowledgeable through Objective efforts)

**Target 2-5 years**

Good neighbor program inducts two new members per year  
Additional increase of 4% community requests supported for a total of 75% community requests executed

**Baseline 2002**

Good Neighbor Program  
71% community requests executed

**Initiatives:**

Administer public survey to baseline current public knowledge and opinion about Fort Carson  
Good Neighbor Program induction and luncheons  
Community Outreach Opportunity Program (COOP) aligning units with local communities



**GOAL 3 - Improve Communication,** Foster understanding and attain a Community of One.  
**Objective 3.2:** Refine internal policies and procedures to maximize program effectiveness.

**Measure:**

Working speakers bureau, fully engaged in the community, with a 10% increase in activity annually

**Target 6-25 Years:**

99% positive media reports (even negative reports have a positive and supportive spin)  
Fort Carson and external stakeholders working together and aware of each other's impacts

**Target 2-5 years**

Increase to 95% positive vs. negative media reports  
Well-established awareness campaign

**Baseline 2002**

89% positive vs. negative media reports  
Limited awareness campaign

**Initiatives:**

Proactive media engagement programs  
Increase PAO staff to handle new demands

**GOAL 3 - Improve Communication, Foster understanding and attain a Community of One.**  
**Objective 3.3: Implement a series of easy to access educational and informational programs on sustainability.**

**Measure:**

Public surveys concerning Fort Carson show a 10% improvement in understanding of Installation actions, activities, and support for community.

**Target 2-5 years**

Working Speakers Bureau, fully engaged in the community (5% increase in annual activity)  
10% increase in website hits each year  
City simulation program with sustainability aspects in operation and used by public  
Public displays prepared and frequently set up at public events  
At least two community resource centers with sustainability as the primary focus  
School districts 8 and 11 fully engaged in Lands for Learning program

**Baseline 2002**

Little operator involvement in speakers bureau (DECAM is engaged)  
No Internet/computer tours of Fort Carson available  
No standard public display showing the good work that Fort Carson does  
No community resource centers that include sustainability concepts  
School districts 11 fully engaged in Lands for Learning Program

**Target 6-25 Years:**

All reasonable speaker requests Supported  
Hits on Fort Carson website equal percentage of Fort Carson growth  
City simulation program updated every 3 years  
Public displays used for at least 25 public events per year  
Community resource centers established and used  
All school districts in the Pikes Peak region fully engaged in several Fort Carson programs

**Initiatives:**

Speakers Bureau, staffed by Commanders/Operators  
Develop a virtual reality tour of Fort Carson  
Develop a simulated city computer program for sustainability  
Set up Fort Carson displays at public venues  
Establish community resource centers  
Further collaborate with schools